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16 June 1954

MEMORANDUM FOR: Colonel White

1. There are several observations I'd like to make with respect to the accompanying memorandum addressed to the Director of Training by [REDACTED] on the subject of JOT's in the Deputy Director (Administration) organization.

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2. First of all, he recalls that there is a joint agreement between the Office of Training and the Office of Personnel that the JOT Program is to include persons with administrative background, education and interest. He says that since November 1952 (when this agreement was formalized) "a number" of such administrative JOT's have been hired. To support this statement, he cites four employees who have been, or are now, JOT's and whose backgrounds are "administrative." As the person who represented the then Personnel Office in formalizing the agreement referred to above, I can assure you that these are not the kind of people we had in mind when we asked for the inclusion of administrative trainees in the JOT Program. With one exception, the files of these people fail to indicate that they are the kind of individuals from whose educational or experiential backgrounds one could have been justified in concluding that their careers were pointed toward the administrative field. It is not too surprising that all four have declined training and/or assignment in the Deputy Director (Administration) organization.

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3. [REDACTED] reports that "the recruiters inform me that it is difficult to obtain people of JOT standards who are interested in Government and will accept the salaries and opportunities that go with this kind of service." The validity of this explanation can be demolished within a moment's time. You have probably heard of the Civil Service Commission program for recruiting young people who show exceptional promise of developing into top-level administrators. Under this program (called the Junior Management Assistant Program) the Commission each year brings into the Government several hundred persons who have been subjected to the most rigid examining process - written and oral. This program is comparable to our own JOT Program. The Commission makes one of these people available to an individual Federal agency only upon assurance that the Junior Management Assistant will be given special training for about a year's time. In general, this JMA training consists of orientation,

formal classes, and planned work assignments in which the employee assumes progressively greater responsibility. The competition for selection in the Commission's program is very keen throughout the country. For the three or four hundred selections made annually, the Commission is swamped with applications from over 15,000 college seniors or graduate students. Moreover, these students must have majors in public administration or the social sciences. The college students who have majored in public administration are often people who long before decided that they wanted to enter public service and have reconciled themselves to the relatively low incomes which go with such service.

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4. [REDACTED] memorandum also names three persons for whom actions are now pending for E.O.D. I have reviewed the files of these three people and am impressed by their qualifications. All are public administration majors and all have given evidence of outstanding campus leadership, as well as academic superiority. I have discussed these three people with [REDACTED] who intends to make them available for training in the Deputy Director (Administration) organization.

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5. It seems to me to be a matter of overriding importance that the quality of the training experienced by the three future JOT's in DD/A be kept at the highest possible level. This is all the more important since [REDACTED] tells me that the experience of past JOT's has somewhat "tainted" us among JOT's. He characterized the past training assignments in our offices as "brutal." (He spoke to me on a personal basis, but I felt you would like to have this honest evaluation.) He said our supervisors were wholly "unimaginative" as to their responsibilities for developing these people and, in some cases, gave overt evidence of their disinclination to give these "bright young men" any help, because after all, they themselves (the supervisors) had to come up "the hard way" to learn how to do the job. In addition, there were cases where the Office of Training would have promoted JOT's assigned to the DD/A organization, had a recommendation been made by the supervisors. However, the supervisors seemed to resent such advancement possibilities and declined to give the recommendation which OTR procedures require. Naturally, such unenlightened supervisory practices furnish invidious bases for comparison with the relatively enthusiastic atmosphere which exists in certain other Agency components (notably DD/I) toward JOT personnel.

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6. I believe that the plans proposed in the accompanying paper, if approved, would provide the means for overcoming these problems.

[REDACTED]
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Attachment

DD/A - subject

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